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HUMAN RESOURCES MANAGEMENT

Staff training

Report of the Secretary-General

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I. INTRODUCTION

1. In part VIII, paragraph VIII.8, of its first report on the proposed programme budget for the biennium 1994-1995 (A/48/7), the Advisory Committee on Administrative and Budgetary Questions made the following observations on the proposed programme budget submission on training within the budget of the Office of Human Resources Management (OHRM) for the biennium 1994-1995 as contained in the proposed programme budget for that biennium (A/48/6 (sect. 25C)):

"The Advisory Committee has consistently recognized the importance of training. That being said, however, the Committee regrets that the presentation of the proposed training programmes was not more comprehensive. In particular, the Committee, noting for example that provision will continue to be made under peace-keeping budgets and other extrabudgetary sources for highly specialized training in some areas (see para. 25C.54 of the proposed programme budget), believes that an indication should have been given of the totality of resources to be devoted to training together with a breakdown of the means of financing. Although an attempt is made in paragraph 25C.58 of the proposed programme budget to provide a breakdown of the total estimated requirements according to broad categories of training (e.g., technical innovations/electronic-data-processing training, supervision and management training, upgrading of substantive skills, etc.), the Committee believes a more exhaustive breakdown should be provided. It is also unclear to the Committee whether the activities enumerated in paragraph 25C.54 of the proposed programme budget represent a programme that has been prepared on the basis of priorities and, if so, what those are."

2. In paragraph VIII.9 of the same report, the Advisory Committee recommended that the Secretary-General submit a comprehensive report to the Advisory Committee addressing the above-mentioned concerns. Accordingly, the present report has been prepared, and it addresses the following issues raised by the Advisory Committee:

- (a) How priorities for training are established and what those priorities are;
- (b) The totality of resources to be devoted to the delivery of training programmes, and a breakdown of the means of financing;
- (c) A more detailed description of training programmes within each of the categories presented in the proposed programme budget.

II. ESTABLISHMENT OF TRAINING PRIORITIES

3. The Organization's training programme priorities are set on the basis of:

- (a) Organizational mandates as set by the General Assembly;

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(b) Priorities and decisions of the Secretary-General (e.g., the report of the Secretary-General on training programmes (A/C.5/47/9));

(c) The current medium-term plan and programme budget;

(d) Job requirements classified according to established norms of the common system and the needs of the Organization;

(e) Policies and recommendations of various training advisory bodies;

(f) Administrative and managerial policies and directives;

(g) Work programmes, and resulting training needs, of specific departments and offices.

4. Within this framework, the 1994-1995 training activities described in the present report are designed to achieve the following Organization-wide objectives:

(a) Strengthening the managerial capacity of staff of the Organization. In addition to training in supervisory and management competencies, given resolution 48/218 A, of 23 December 1993, a specific element of this programme will be to deliver the necessary training for all staff involved in the implementation of the proposed accountability system and, specifically, to ensure that staff are ready to implement the objective-driven performance appraisal system, which is to become operational on 1 January 1995. This is the first priority at the present time;

(b) Strengthening the capacity of the Organization to field competent and efficient administrative staff at Headquarters and other established duty stations and for peace-keeping missions, by developing a cadre of well-trained staff, prepared to take up assignments in personnel, finance and logistics management and to lead others in a variety of administrative activities and environments;

(c) Ensuring that the skills and qualifications that formed the basis for recruitment of staff for specific jobs remain up to date and relevant to the work at hand. The purpose here is to enable staff to respond effectively to new challenges in their jobs and to permit the Organization flexibility of assignment of staff to priority areas of activity as required;

(d) Ensuring that the staff of the Organization has the skills to take advantage of the major investments of the Organization in technological innovation in the areas of office automation, telecommunications and data processing; and

(e) Maintaining access to linguistic training in the six official languages, as appropriate by duty station, and enhancing the oral and written communications skills of staff.

5. In designing its training programmes and in setting priorities, the Training Service of OHRM conducts needs assessments in consultation with

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departments and offices. The results are subsequently presented to the appropriate advisory or consultative bodies, e.g., the Technological Innovations Board, local technological innovation committees, the Management Advisory Group for management and supervision training, and joint staff-management training advisory committees at various duty stations. In addition, the recommendations of other bodies are taken into consideration, in particular, the inter-agency Consultative Committee on Administrative Questions and the International Civil Service Commission. After this process of consultations, specific training activities are designed, implemented and evaluated.

6. In practice, and until the 1994-1995 biennium, much of this consultative process was without practical effect given the very low level of funding of training activities in the United Nations, other than for language and data-processing training. (The one significant exception was the authorization to use the Trust Fund for Interest on Contributions to the United Nations Special Account in the biennium 1992-1993, about which more comments appear in paragraph 18 below. With the current biennium, and a major increase in training funds authorized by the General Assembly, the existing mechanism for consultation in determining training priorities is being exercised. The results of first quarter 1994 consultations have been most encouraging. Departments have responded eagerly to the initiative from the Training Service, allowing the training programme for the biennium to take solid shape.

III. RESOURCES FOR THE DELIVERY OF TRAINING PROGRAMMES

7. The resources requested for the delivery of training programmes in the Secretariat during the 1994-1995 biennium is US\$ 14,033,400. A breakdown of this amount by broad categories of training is given below:

Type of training	Funding source <u>a/</u>	OHRM training	Offices/ departments	Total
(United States dollars)				
A. Staff training				
Training and retraining	RB	999 600	582 700	1 582 300
Other specialized training	RB	187 900	151 000	338 900
Technological innovations/ electronic data- processing	RB	2 354 900	112 100	2 467 000
Supervision and management	RB	1 551 900	37 800	1 589 700
Sabbatical studies leave	RB	383 700		383 700
Language training	RB	2 458 300	2 174 900	4 633 200
Upgrading of substantive knowledge	RB	1 590 400		1 590 400
Peace-keeping training	XB	<u>280 000</u>		<u>280 000</u>
Subtotals		9 806 700	3 058 500	12 865 200
B. Special projects				
Department of Public Information, third world journalists/broadcasters	RB		68 200	68 200
Pre-recruitment interpreters/translators	RB		876 000	876 000
Department of Peace-keeping Operations, training for military/civilian police	XB		200 000	200 000
French language support programme	XB	<u>24 000</u>		<u>24 000</u>
Subtotals		<u>24 000</u>	<u>1 144 200</u>	<u>1 168 200</u>
Totals		<u>9 830 700</u>	<u>4 202 700</u>	<u>14 033 400</u>

a/ RB = regular budget.

b/ XB = extrabudgetary resources.

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8. Of the \$14,033,400 total, OHRM received \$9,830,700 for development and delivery of global training programmes. The balance, \$4,202,700, has been allotted to departments and offices for the implementation of special training activities linked to local office technology and language training programmes, as well as delivery of programmes for developing country broadcasters and journalists, pre-recruitment training in Africa for French and English interpreters and translators and military and civilian police personnel serving peace-keeping missions. A table with more details on the breakdown of funds dedicated to training by office/department and type of programme is included in annex I to the present report.
9. In order to facilitate the continuing successful implementation of the Integrated Management Information System (IMIS), \$2,927,400 was requested in the revised budget estimates for the IMIS project included in the sixth progress report of the Secretary-General on the subject (A/AC.5/48/12/Add.1 of 21 June 1994). These funds will be used to provide training to the administrative staff involved in the design, development and implementation of the IMIS project. Since these training activities are not part of the Organization's regular training programmes and are of a non-recurrent nature, the funding is not included in the above table.
10. In addition to resources earmarked under the broad categories of training estimated at \$9,830,700, which includes \$280,000 authorized by the General Assembly under the Support Account for peace-keeping operations and \$24,000 to be funded from trust funds, resources in the amount of \$3,956,700 have been appropriated for the Training Service in OHRM for the administration of the Office's training programmes world wide, nearly the same level as the 1992-1993 biennium budget. The total resources thus available for the global training programme administered by the Office are estimated at \$13,787,400. During the 1994-1995 biennium, efforts will be made through redeployment of funds made available to the Office to cover any additional training activity emanating from the introduction of new human resources management systems, i.e., management accountability and responsibility. The description of specific training programmes, basic objectives and activities envisaged are presented below and are summarized in annex II to the present report.

IV. DESCRIPTION OF TRAINING PROGRAMMES

11. In line with the request of the Advisory Committee, a description of specific training programmes developed and implemented by OHRM included in paragraph 25C.58 of the proposed programme budget, as well as the sources of funding, is presented in this section. The delivery of these programmes is under the responsibility of the Training Service of OHRM. A summary table of the programmes is presented in annex II.
12. Although the activities described here are the same as those included in the programme budget previously submitted, they have been regrouped according to global categories of similar training or subject areas. The heading "Training and retraining", which was to be an activity rather than a category, has been deleted and the training activities distributed into other areas. Because of its relevance, "United Nations administration training" is also included as a

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new category. Training activities under peace-keeping have also been placed under "Other specialized training". The relocation of activities was done with its corresponding funding; therefore, the subtotals of funds per area reflect those changes, but the total of resources required for its implementation remain at the same level as requested. The programmes have been grouped in the following functional categories:

- (a) Training in supervision and management;
- (b) United Nations administration training;
- (c) Technological innovations and electronic-data-processing (EDP) training;
- (d) Upgrading substantive knowledge and skills of staff;
- (e) Language and communications training;
- (f) Other specialized training.

A. Training in supervision and management

Total funds: \$1,888,100

(\$1,788,900, regular budget; \$99,200, Support Account)

1. Comprehensive Management Development Programme

(a) Objective

13. The overall objective is to strengthen the managerial capacity of the Organization, to support an enhanced system of accountability and responsibility and to build a stronger administrative capacity in the Organization in order to enhance the efficiency. This objective is strengthened and supported by resolution 48/218 A, in which, under section I.E, paragraph 5, the General Assembly requested the Secretary-General to establish a system of accountability and responsibility for programme delivery, which should include performance indicators, a mechanism for ensuring the accountability of programme managers for effective personnel and financial management, performance appraisal techniques for all officials, and effective training of staff in financial and management responsibilities.

(b) Activities

14. The Comprehensive Management Development Programme was launched in 1993 with the support of extrabudgetary resources. This early support made it possible to implement the core activities of the programme, to test a number of them and to lay the necessary groundwork for its institutionalization and further development. In order to ensure the lasting effect of this programme, it will be made mandatory for staff in supervisory and managerial positions.

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15. Delivered in the form of self-contained modules, the programme covers a broad scope of essential areas for management, such as management of work, people, information, and technology. By July 1994, the following had participated in the first level of training: the Departments of Peace-keeping Operations, Humanitarian Affairs, Political Affairs, Economic and Social Information and Policy Analysis and Policy Coordination and Sustainable Development, the Offices of Conference and Support Services and Human Resources Management, the five Regional Commissions, and the offices at Nairobi and Geneva. It is envisaged that by the end of 1994, all under-secretaries-general and other top officials of the Organization from offices and departments Secretariat-wide will have participated in the senior-level modules of the management seminars.

16. It is also intended that this training programme will be integrated into personnel actions, including promotion, appointment and assignment.

17. Included in the Comprehensive Management Development Programme is an orientation programme already in place at Headquarters, for newly appointed staff. It is intended that the programme will be made available to staff joining the Organization at duty stations away from Headquarters by the end of the biennium. Materials for orientation have been developed for distribution and use at Headquarters and other duty stations. It is intended to share this orientation material with other United Nations organizations on a cost-sharing basis. In addition, support materials for office skills training for newly recruited secretarial and clerical staff will be developed.

18. As indicated above, the development costs of the programme in the biennium 1992-1993 of \$1,284,830 were covered by the Trust Fund for Interest on Contributions to the United Nations Special Account. Funding for the implementation of the programme in 1994-1995 will come from the regular budget.

2. Leadership and management for field operations

(a) Objective

19. In response to General Assembly resolution 47/71 of 14 December 1992 requesting consideration of a training programme for key personnel of peace-keeping operations with a view to creating a pool of trained personnel with knowledge of the United Nations system and its working procedures, a training module on leadership and management for field operations has been designed as a self-contained programme. Although the Comprehensive Management Development Programme addresses similar issues of management and supervisory training, both the target population and the issues relevant to mission assignment require specially tailored training for supervisors and managers in peace-keeping missions. Many Professionals are hired to serve on specific missions and will not have the opportunity to be trained at any regular duty station, and other regular staff members are newly assigned to perform administrative tasks in the mission.

(b) Activities

20. Leadership and management training for field operations will cover management issues relevant to missions, including problem-solving/decision-making skills, strategic planning, United Nations personnel, financial and general services policies and procedures, command structure (civilian/police/military), security issues, planning and logistical considerations in setting-up and managing a mission, team building, leadership and people management skills, staff-management relations, gender issues and managing locally recruited personnel. The training will be based on case-studies, simulations and group problem-solving exercises. The programme will be mandatory for all staff in supervisory positions in the mission.

3. Training in performance appraisal at all duty stations

(a) Objective

21. The overall objective is to provide managers and supervisors with the necessary tools and skills to perform proper appraisal of staff in accordance with the new objective-driven performance appraisal system, to be introduced in 1995. The new performance appraisal system, in development within the common system and the Secretariat for the past 18 months, is also in accordance with resolution 48/218 A, section I.E, subparagraphs 5 (a) and (c) in which the General Assembly requested the Secretary-General to include in the system of accountability and responsibility the establishment of clear responsibility for programme delivery, including performance indicators as a measure of quality control; and performance evaluation for all officials, including senior officials, with objectives and performance indicators. The proposed training in the new performance appraisal system is closely related to management training. Since the new performance appraisal system is fundamentally different in its approach from the current one, training is a prerequisite for its implementation and must be launched immediately. Accordingly, the minimum start-up cost of \$237,000 has been earmarked for this training. The report of the Secretary-General to be submitted to the General Assembly at its current session, presenting a strategy for the management of the human resources of the Organization, will contain additional information on the new performance appraisal system being introduced in the Secretariat, including resource requirements. In this connection, the Secretary-General wishes to draw the attention of the General Assembly to the recommendation of the Joint Inspection Unit 1/ which stresses that large-scale training accompanied by appropriate levels of funding will be critical to the successful implementation of the new system and cautions against hasty implementation without adequate resources.

(b) Activities

22. The following will be made available to Secretariat staff in managerial or supervisory positions at all duty stations:

(a) Training of managers in preparing performance agreements, setting objectives, establishing performance indicators and linking overall objectives to individual performance objectives;

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(b) Training of selected staff in supervisory positions in setting individual performance objectives, providing feedback and evaluating staff against established performance criteria;

(c) A training manual and other materials;

(d) Large-scale briefing of staff on the functioning of the new system.

B. Development of United Nations administrative cadres

Total funds: \$472,300, regular budget

(a) Objective

23. The overall objective is to create a cadre of competent administrative staff in order to strengthen the Organization's administrative capacity and to meet its changing and ever-expanding needs for skilled administrators in finance, personnel, procurement, logistics and other related functions. In addition to the demand for trained administrative staff at established duty stations, the increased number of operational missions being undertaken by the Organization has generated an urgent need for the redeployment of administrative staff to the field. This programme will increase the number of staff trained in administrative functions. Furthermore, this objective is in accordance with resolution 48/218 A, section I.E, paragraph 5 (d), in which the General Assembly called for effective training of staff in financial and management responsibilities.

(b) Activities

24. Under this programme, included in the Comprehensive Management Development Programme, training will be offered in all duty stations in the following priority areas:

(a) Personnel functions;

(b) Accounting and related fields, payroll, auditing;

(c) Purchase/procurement administration;

(d) Travel/visa, transportation and shipping services;

(e) Classification and salary survey methodology.

25. Special efforts will be made to upgrade the skills of General Service staff performing administrative functions. Approximately two thirds of United Nations staff are in the General Service and related categories, and a very large proportion of them perform essential functions in administration. Training to raise the skills of these staff is thus necessary for the efficient and effective working of the Organization. Owing to the high deployment rate of staff to missions, there is now a pressing need both to raise the level of

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skills of staff and to increase their numbers. In terms of substance, the modules for such training are under development.

26. In order to strengthen the decentralization of classification exercise and integrate classification into the new performance appraisal system, this training, to be delivered in the form of workshops, will provide a general introduction to the theory of job classification and salary survey methodology and its uses as a management tool within the context of overall personnel policy. The workshops will examine in detail the development and application of the common classification standards for General Service posts and guidelines for salary surveys in small- and medium-size duty stations, including missions. Participants will develop skills in drafting and evaluating post descriptions and will examine the interrelationship of posts within and among occupational groups and the development of a logical hierarchical office structure, as well as the ability to analyse relevant information gathered in salary surveys.

27. Funding for this activity will be provided from the regular budget. Participation costs of staff members from peace-keeping missions in this type of training will be covered by their respective missions.

C. Technological innovations and electronic-
data-processing training

Total funds: \$2,354,900, regular budget

(a) Objective

28. The overall objective is to improve the knowledge and skills of staff to enable them to access and use the technological resources of the Organization efficiently and effectively.

(b) Activities

29. During the current medium term, there has been and will continue to be a dramatic increase and upgrading in the computer equipment and telecommunications base of the Organization, for which basic training is required, as well as specialized training for staff who will provide support for the end users. The accessibility to such equipment and facilities is so extensive that it is envisaged that training will be held at a rate equivalent to one course per staff member in the biennium.

30. Further, in order to maximize the availability of training opportunities, it is proposed that, in addition to regular computer training facilities, properly equipped self-study centres be established at all duty stations. This will include the provision of computers, software, self-study equipment, documentation and help-desk facilities.

31. More specifically, this training will include the following:

(a) Basic training in standard United Nations software for new staff and for all staff in newly adopted software standards, e.g., word processing, database, spreadsheet, graphics, e-mail, DOS and Windows;

(b) Specialized training for: departmental EDP focal points; local area network administrators; group liaison officers; departmental and organizational applications developers; maintenance, support and training staff; and office unit heads with responsibilities in the management of computer resources;

(c) Training to support the ongoing use and maintenance of Organization-wide system applications.

D. Upgrading substantive knowledge and skills of staff

Total funds: \$1,944,100, regular budget

1. Upgrading substantive knowledge

(a) Objective

32. The overall objective is to update the professional and technical knowledge of the staff and to provide them with the tools necessary to respond to new challenges and to perform diversified tasks efficiently and effectively, as required by the changing work programme of the Organization.

33. The average career span for the majority of the staff with the Organization is 25 years, and, until now, little support has been provided to them by the Organization to ensure that they possess the latest knowledge and techniques in their respective professional fields. Further, whereas staff in New York and, to a lesser degree, in Geneva and Vienna, have access to academic and training institutions, to professional associations and to other informal ways of remaining professionally up to date on their own initiative and at their own cost, this is not the case in most of the duty stations. Thus, over the years, there has been a crying need for a systematic, Organization-wide effort to provide training and retraining opportunities in areas other than management, technical innovation and languages.

34. Updating of professional substantive knowledge and skills requires substantial investment of financial resources and staff time. Requests from offices away from Headquarters involve costly and individualized arrangements. In 1994-1995, the Secretariat is making a beginning. Increased funding for substantive training and retraining will be required in the coming years.

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(b) Activities

Special programmes for occupational groups

35. It is projected that, during the biennium, approximately 15 per cent of the staff in specialized professional areas such as sustainable development, international law, economics, statistics, demography and library science will participate in training activities specially designed for them. At the request of the Training Service of OHRM, departments and offices have conducted a needs analysis and formulated training plans on the basis of which programme activities are now being finalized for implementation in 1994 and 1995. These activities include training programmes such as: international migration and public policy, environmental economics and policy analysis, international trade statistics, concepts and methods of social analysis and social perspectives on development, and many others.

Sabbatical programme

36. This programme was initiated in 1989 in collaboration with the Academic Council on the United Nations System (ACUNS) in order to encourage staff to maintain and enhance intellectual ability and conduct research in topics related to the major endeavours of the United Nations or to their own work. Through this programme, staff members will continue to be placed in academic institutions which are member organizations of ACUNS. The staff members will be selected on a Secretariat-wide competitive basis by the joint United Nations-ACUNS Selection Committee.

Training for newly recruited/promoted staff

37. Professional training for staff members promoted or recruited through the internal or national competitive examinations will be provided. This programme, implemented in close collaboration with the respective supervisors, will provide specialized United Nations-related substantive training to facilitate the smooth and rapid integration of such staff into the professional work and the United Nations environment.

2. Other substantive training, maintaining
and upgrading skills

(a) Objective

38. This part of the training programme devoted to upgrading the professional skills of staff is department/office specific. It aims at honing and broadening existing skills in order to fill present and future gaps and to give the Organization the ability to respond effectively to new mandates and challenges. Activities under this area are also geared towards building a new capacity related to preventive diplomacy, peace-building and national reconstruction efforts. In this regard, in its resolution 47/120 of 18 December 1992, under section II, paragraph 2, the General Assembly invited the Secretary-General to strengthen the capacity of the Secretariat for the collection of information and analysis to serve better the early-warning needs of the Organization and, to

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that end, encouraged the Secretary-General to ensure that staff members received proper training in all aspects of preventive diplomacy, including the collection and analysis of information.

(b) Activities

Training in technological changes in translation, referencing and text processing

39. Over the coming biennium, translation will be converted to a computer-assisted system in which each translator will have a work station connected to a network giving access to word-processing electronic reference and terminology data banks and communications functions. A training curriculum, including electronic search skills and navigation within this electronic desktop, will be developed and launched. Over time, this is expected to streamline and speed up the process required for the translation of texts.

40. Personnel in the Office of Conference and Support Services text processing units will need specialized WordPerfect training focusing on formatting, graphics and desktop publishing skills. Further training for staff of that Office in electronic publishing and typography, optical disk access and usage, specialized conference-servicing applications, etc., will be required.

41. Aside from this end-user training, specialized training will be provided to focal points who support and maintain the system.

Training in translation/interpretation skills

42. Under this programme, interpreters and translators Secretariat-wide receiving specialized training and refresher courses in the working languages of the Organization either at the relevant duty station or at institutions in countries where these languages are native. This training activity allows them to undertake additional functions within their respective areas by acquiring or perfecting a third language from which to translate or interpret. By increasing in-house capability in passive languages, the Office of Conference and Support Services hopes to lessen its dependence on temporary assistance over time. This training also addresses the concern that the languages used by the United Nations interpreters and translators should keep pace with trends in countries where the language is spoken, particularly in those substantive areas, the focus of United Nations work, which are rapidly evolving.

Training in information gathering and analysis

43. Raw data from the numerous sources available to the United Nations is useful for decision-making and action only when interpreted and made relevant by skilled analysts. Reports need to transmit information quickly, accurately and in a format that is understandable system-wide. United Nations staff represent a wealth of skills, diverse disciplines and professional backgrounds. These skills need to be utilized to produce quality analysis of complex situations in a language that communicates beyond the particular discipline of the reporter. This programme is designed to provide staff with skills in gathering, analysing and communicating critical information.

Training in negotiation technique and conflict resolution

44. One of the central purposes of the United Nations is to bring opposing parties together to resolve political conflicts. In this programme, staff across occupational groups responsible for managing operations in the field as well as international meetings and conferences will be trained in conflict resolution and negotiation. The programme will raise participants' awareness about the causes and nature of disputes in a variety of situations, provide techniques for conflict resolution and incorporate training in the planning of strategies or measures to build confidence and to reduce the likelihood of conflicts. The programme is divided into a number of separate components dealing with different levels of conflict ranging from consensus-building at meetings to peace-building. As a priority, programmes will be geared to staff in political and legal areas. Relevant training will also be included for senior managers, within the Comprehensive Management Development Programme.

Participation in professional seminars and conferences on international law, preventive diplomacy and post-conflict nation-building

45. Selected staff members will participate in internationally organized workshops and seminars in areas related to planning of post-conflict peace-building and national reconstruction to acquire knowledge and skills particularly in areas such as international law, preventive diplomacy and peace-building, which are crucial to the implementation of the mandates of the Organization.

E. Language and communications training

Total funds: \$2,576,300

(\$2,552,300, regular budget; \$24,000, Trust Fund)

(a) Objectives

46. The main objective is to promote linguistic balance; to enable staff to achieve proficiency in additional official languages of the Organization; to develop in staff a working-level language competence in languages required for mission-specific or job-specific needs; and in other ways to promote the communications capabilities of staff through the written or oral word.

47. The objectives of this programme are set by General Assembly resolutions 2480 B (XXIII) of 21 December 1968 and 43/224 D of 21 December 1988 calling for linguistic balance within the Secretariat. In paragraph 6 of resolution 38/32 E of 25 November 1983, the Assembly recommended training in report writing and preparing documentation for Secretariat-wide distribution to secure a consistent drafting standard and to improve drafting skills within the Secretariat. In its report to the Assembly at its forty-eighth session, the Committee on Conferences encouraged the Secretariat to strengthen the training programmes for those responsible for the preparation of parliamentary documentation. 2/

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(b) Activities

Language Training Programme

48. The Language Training Programme of the Training Service has the central responsibility for providing language training courses in Arabic, Chinese, English, French, Russian and Spanish. At Headquarters, approximately 7,000 participants attend language courses in a biennium. The Programme also has the central responsibility for the preparation, administration and evaluation of the language proficiency examination used within the United Nations system in order to determine eligibility for language allowances and accelerated increments. The United Nations language proficiency examination is the official test of a staff member's knowledge of a language.

49. Language training at duty stations away from Headquarters is supported through regular consultation, the coordination of policies, training missions and the provision of materials.

Communications/drafting training

50. Under this programme, the following training activities will continue to be implemented or will be launched:

(a) Drafting of parliamentary documentation. In cooperation with the Office of Conference and Support Services, this training will be given to staff assigned the responsibility of drafting parliamentary documentation. Workshops will cover staff members Secretariat-wide who will serve as report writing focal points for their departments to meet job-related needs for improved writing and oral communications skills;

(b) Developing and delivering workshops on drafting correspondence and reports in the working languages of the Organization for various levels and categories of staff;

(c) Developing and delivering job-related oral presentation skills training in the working languages.

Support materials and related activities for language and communications training

51. The language training programme requires the use of multimedia technology to teach the six official languages of the Secretariat using the most modern and effective methods for language training. For these reasons, language training video and audio tapes, computer software and related materials are purchased for use in the classrooms, language laboratories and for self-study. For mission assignments, multimedia language training material is required to train staff in the language of the mission area.

52. Funds from the regular budget will be used to cover full-time and part-time teachers. In addition, reimbursements are also made by the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the

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United Nations Children's Fund (UNICEF) to cover the cost of the participation of their staff in the United Nations language training programme.

53. A review of the language training programmes was carried out in May 1994 by the Central Evaluation Unit of the then Office of Investigations and Inspections, now the Office of Internal Oversight Services. Taking into account the recommendations contained in a report by the Office of Investigations and Inspections, it has been decided to conduct a further evaluation of the language programme in 1995 in order to ensure that the programme is meeting the contemporary needs of the Organization.

F. Other specialized training

Total funds: \$595,000

(\$414,200, regular budget; \$180,800, Support Account)

54. Finally, information is provided below on key projected training activities meant to serve very specific and limited-scope training. The information will only be indicative of the types of training envisaged.

(a) Objective

55. The overall aim is to provide technical specialized training to specific groups of staff performing highly specialized support activities.

(b) Activities

Comprehensive training programme for security officers

56. United Nations personnel and property have become an increasing concern as unexpected critical situations arise. The provision of training to security staff is therefore crucial in order to keep them up to date in a systematic manner. For this reason, a comprehensive Secretariat-wide programme on all aspects of standard security operation procedures will be implemented, including: use of defensive weapons, basic protection techniques for important persons, crowd control techniques, crime/loss prevention and access control techniques, incident report writing, investigation techniques, management of potentially violent individuals, first aid and cardiopulmonary resuscitation techniques and radio procedures.

Health-related training

57. Personnel officers, medical service personnel and staff counsellors will receive training on policy application and counselling on health-related issues in human resources management, such as stress management, human immunodeficiency virus (HIV)/acquired immunodeficiency syndrome (AIDS), alcohol/substance abuse. Workshops on cardiopulmonary resuscitation and first aid will be presented to cover staff members working night shifts in the printing shop, Security and Safety Service and Building Management.

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Training in craft and technical fields

58. Staff in the General Service and related categories performing specialized or technical jobs will be provided the opportunity to acquire specialized training in the areas of media production, fire control, defensive driving, buildings management and printing.

Briefings on field missions

59. Briefings will be organized on conditions of work and life in field assignments. Introductory video tapes of the briefings will be produced to be used as part of the regular briefing programme in all duty stations.

Workshop on peace-keeping training

60. An increasing number of institutions and organizations in the world are developing training and information programmes on peace-keeping. A workshop is proposed where the top-level representatives of these institutions and recognized experts will come together to present their ongoing activities to enable the United Nations to take full advantage of their expertise. The workshop would establish a working arrangement for the United Nations to take advantage of the programmes developed by participating institutions to enable the staff to obtain the best possible training.

Security and crisis management training for mission personnel

61. The programme will be aimed at personnel in peace-keeping missions responsible for security and crisis management with the objective of developing professional and managerial skills in the administration of security operations. The programme will cover security-related matters including security management, the security plan, movement of staff, evacuation procedures, convoys, mine awareness, communications, security standard operating procedures, as well as negotiation and conflict resolution techniques. A train-the-trainer module will be included in the workshop.

Training on staff counselling and related issues for staff in the field

62. The programme is geared to staff members assigned to peace-keeping missions with the objective to assist them in their readiness to participate in such missions and to manage critical stress situations successfully. The aim is to make the participants more productive in their new environment by better preparing them for the lifestyle changes for mission life. This programme will be implemented through two activities: (a) the organization of a mission readiness seminar where information in the following areas will be provided: personal values and motivation for mission life, security awareness, stress management, medical and personal well-being; and (b) the provision of a mission readiness check-list covering personal and mission-related items.

63. The training referred to in paragraphs 56-59 will be supported from the regular budget, while that in paragraphs 60-62 will be covered under peace-keeping programme support funding.

Notes

1/ JIU/REP/5, recommendation 5.

2/ Official Records of the General Assembly, Forty-eighth Session, Supplement No. 32 (A/48/32/Rev.2), para. 91.

ANNEX I

Totality of training resources for delivery of
training programmes Secretariat-wide, 1994-1995

Offices and departments	Total amount allotted (United States dollars)	Training activity area
Economic and Social Commission for Asia and the Pacific	122 500	Language training Electronic data processing
Economic Commission for Latin America and the Caribbean	117 600	Language training
Economic and Social Commission for Western Asia	49 600	Language training
United Nations Conference on Trade and Development	19 800	Electronic data processing
United Nations Environment Programme	8 800	Language training
United Nations Centre for Human Settlements (Habitat)	6 000	Language training
Nairobi Office	2 500	Language and other specialized training
Economic Commission for Africa	1 213 600	Regional pre-recruitment training programme for French/English translators Language programme Other specialized training
United Nations Office at Geneva	2 231 900	Language training Technical innovation training: specialized training for technical staff/user of the United Nations Office at Geneva/Economic Commission for Europe personal computer- based local area network, now in its second stage of installation

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Offices and departments	Total amount allotted (United States dollars)	Training activity area
Economic Commission for Europe	40 000	Technical innovation training: specialized training for technical staff/user of the United Nations Office at Geneva/Economic Commission for Europe personal computer-based local area network, now in its second stage of installation
United Nations Office at Vienna	12 000	Specialized security training
Office of Human Resources Management centralized training budget	9 830 700	See annex II to the present report for details
Department of Humanitarian Affairs	22 500	Technical innovation training
Department of Public Information	68 200	Programme for third world broadcasters and journalists
Office of Investigations and Inspections	87 700	Auditing and investigation techniques
Department of Peace-keeping Operations	200 000	Training for military/civilian police personnel on peace-keeping missions
Total	14 033 400	

ANNEX II

TRAINING SERVICE: DISTRIBUTION OF FUNDS BY TRAINING
ACTIVITY FOR THE BIENNIUM 1994-1995

Training area	Funding (United States dollars)	Training activity
Supervisory and management: Total: \$1,888,100 (\$1,788,900, regular budget; \$99,200, Support Account)	79 400 616 000 490 000 99 200 237 000 119 000 127 500 120 000	Comprehensive management development programmes: (a) Programme for senior executives (b) Director level seminars; (c) Middle-level professionals seminars; Leadership and management for field operations Performance appraisal training Project/programme management Communication skills for managers United Nations information systems
United Nations administration: \$472,300, regular budget	357 300 115 000	Administrative procedures in: personnel functions, accounting and related fields (payroll, accounting, audit), purchases/ procurement, travel/visa, transportation and shipping Classification/salary survey methodology
Technological innovations and EDP training programme: \$2,354,900, regular budget	2 354 900	Basic training in computer software use, specialized training for EDP, support personnel; establishment of training facilities
Upgrading of substantive knowledge and skills: \$1,944,100, regular budget	849 900 383 700 90 000 450 500 170 000	Training programmes for staff in professional areas such as political, social and economics sciences, statistics, demography, information, legal and library sciences Sabbatical programme Training newly recruited and promoted staff Special programmes in peace and security Training for translators and interpreters
Language and communications programme: Total: \$2,576,300 (\$2,552,300, regular budget; \$24,000, Trust Fund)	2 458 300 42 000 76 000	Language courses in six official languages of the United Nations; administration of language proficiency exams Drafting correspondence and reports workshops Support materials and related activities for the Language Programme

Training area	Funding (United States dollars)	Training activity
Other specialized training:	193 300	Training for security personnel
Total: \$595,000	56 500	Workshops on health related issues
(\$414,200, regular budget;	97 000	Training for personnel in arts and craft, building
\$180,800, Support Account)		management functions
	26 100	Pre-mission briefings
	50 400	Workshop on peace-keeping g/
	110 400	Security and crisis management training for
		mission personnel g/
	20 000	Training on staff counselling g/
	30 000	Round-table series on current topics
	11 300	Orientation and other language
 Totality of resources for training under ONRM responsibility:		 Sources of funding resources under ONRM:
\$13,787,400		\$13,483,400, regular budget
(\$9,830,700, delivery training;		\$24,000, French Trust Fund
\$3,956,700, administrative costs,		\$280,000, Support Account
staff, equipment and supplies and		
other related support costs)		

g/ Support Account.
